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28 January 1964

Brigadier General Arthur J. *Pierce*  
 Commander, Foreign Technology Division  
 Air Force Systems Command  
 Wright Patterson Air Force Base, Ohio

Dear Art:

It was a pleasure to have you visit us last week. I enjoyed our brief chat about the "good old days" as well as some of our current mutual problems.

Several of the people in DD/S&T have told me how much they enjoyed your talk at their dining in. It seems clear to me that this type of get-together where information and views are exchanged on an informal basis is a must in our business. Your invitation for similar return visits to FTD will certainly be accepted. In fact, I believe Don Chamberlain and Carl Duckett are already making plans for a trip in the early spring.

I hope your visit here gave you a clearer picture of some of the organizational changes that have occurred recently and that you have identified the individuals with whom your organization will want to work most closely. As usual, there were many reasons for the reorganizations that have occurred in the last few months but I think the most important one was a recognized need for increasing our level of effort and the quality of work in the scientific and technical fields. We also believe that some of these changes have improved the atmosphere in which our scientists and engineers work. Recognizing that our capabilities are directly proportional to the caliber of talent we attract, we have emphasized the need for a structure which allows top-notch people to assume responsibility and make a direct contribution in solving our high

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priority national problems. I am sure that this concept, rather than a proselyting campaign, is the reason that we have picked up some excellent people recently.

Thanks again for taking time out to visit us. I hope you will find an opportunity to drop by frequently. Kindest personal regards.

Faithfully yours,

*/s/ Pat*

Marshall S. Carter  
Lieutenant General, USA  
Acting Director

Drafted by Director, FMSAC  
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